

ORGANIZATION OVERVIEW

Fort Benning, Georgia, is the “Home of the Infantry.” Every Infantry soldier or officer in the Army, whether Active, Reserve, or National Guard, begins his Infantry career here at the United States Army Infantry Center and Fort Benning. We are proud of who we are, and as a recognized world-class organization, we lead in customer focus, quality products and services, and continuous process improvements. We are proud of our motto: ***I AM THE INFANTRY, FOLLOW ME!*** We take it literally.

1. FORT BENNING BASIC ORGANIZATION DESCRIPTION.

WHAT WE DO, WHY WE DO IT -- OUR PRODUCTS AND SERVICES

VISION	MISSIONS	KEY BUSINESS DRIVERS	GOALS
<p>We are a proud, values-based, mission-oriented, customer-focused organization that:</p> <p>Trains the world's finest Infantry soldiers and leaders, providing them with the best tactics, doctrine and equipment, now and into the 21st century;</p> <p>As the best installation in the US Army, provides the Army's best quality of life to assigned soldiers, civilians, family members, and retirees;</p> <p>Plays a leading role in the development of Force XXI to ensure that Infantry forces are optimally organized, equipped, and integrated into Army XXI;</p> <p>Maintains a premier power projection platform capable of launching first-to-fight forces; and;</p> <p>As a member of the TRADOC and Army team, plays a vital role in training and equipping combat forces for the defense of America and her allies during a time of limited national resources.</p>	<p>Train Infantrymen to fight and win on the battlefield.</p> <p>Train and commission officers for all branches through OCS.</p> <p>Develop doctrine, training products, materiel, and force structure for the Infantry.</p> <p>Conduct specialized Infantry training for soldiers of the Infantry force in support of joint and combined arms operations.</p> <p>Maintain a high state of readiness of stationed SOCOM and FORSCOM units.</p> <p>Develop and be prepared to implement deployment and mobilization plans.</p> <p>Train cadets, officers, and NCOs from Latin American countries at the School of the Americas.</p> <p>Assist and support tenant units at the installation.</p> <p>Operate and maintain the installation. Maintain soldier and family support systems.</p> <p>Protect the Force.</p>	<p>Provide quality Infantry soldiers to the force with reduced resources.</p> <p>Maintain the installation standards to train the student load and project the force with reduced Manning.</p> <p>Increase technologies for the future Infantry doctrine and equipment needs.</p> <p>Identify key facilities and real property infrastructure and provide adequate resources to maintain them.</p> <p>Increase productivity through training and motivating the work force for mission accomplishment in a constrained resource environment.</p> <p>Provide customer satisfaction by meeting customer requirements.</p>	<p><u>Training</u>: Provide the Army the best trained soldiers, leaders, and training products by operating the world's premier warfighting school and facilities.</p> <p><u>Doctrine</u>: Provide Army units, leaders, and soldiers the best, clearest, and most timely war fighting doctrine in order to achieve decisive victory.</p> <p><u>Infantry of the Future</u>: Play a leading role in the design of Force XXI to ensure Infantry soldiers and forces maintain an overwhelming overmatch in all future operational environments.</p> <p><u>Force Projection</u>: Deploy forces (Active and Reserve Component Soldiers) efficiently and quickly and support deployed forces, as required.</p> <p><u>Safety</u>: Conduct all operations safely, without serious injury, loss of life, or property damage.</p> <p><u>Excellence</u>: Be recognized as the Best U.S. Army Installation in the World!"</p> <p><u>Quality of Life</u>: Provide soldiers, civilians, families, and retirees the best Quality of Life facilities, services, and programs in the Army.</p>

Figure 1

Major Products and Services: We accomplish our missions, achieve our goals, and meet our objectives by focusing our efforts on five overarching processes.

KEY PROCESS	PRODUCT	SERVICES
INFANTRY TRAINING	Trained, ready Infantry soldiers and leaders. Trained, commissioned officers for all branches.	Ranges, classrooms, simulations, trained cadre, support services, facilities
INFANTRY DOCTRINE	Clear, timely Infantry doctrine.	Doctrine experts, Doctrine page on World Wide Web
INFANTRY FUTURE	Force XXI concepts. AWE/BWE/CEP Simulations/execution.	Modernization strategies TRADOC System Managers, (TSM) Battle space Battle Lab (DBBL)
FORCE PROJECTION	Power Projection Platforms.	Deploy the force Support the force
BASE OPERATIONS	Quality of life. Communications network.	Morale Welfare Recreation (MWR) activities Civilian and military personnel support Medical/dental Shopping Family/soldier support

Figure 2

FACILITIES	
BUILDINGS	
NUMBER	2,960
SQUARE FOOTAGE	20,660,113
TRAINING ASSETS	
TRAINING ROOMS	250
TRAINING RANGES	53
DROP ZONES	27
AIRFIELDS	1
SEAPORTS	1
HOUSING UNITS	
FAMILY HOUSING	4,070
BARRACKS SPACES	18,771
BEQ/BOQ FACILITIES	134
GUEST HOUSING	115
GROUND	
TOTAL ACRES	184,152
IMPROVED	11,035
PAVED ROADS (Miles)	491

Figure 3

terraces and rolling hills. The moderate climate and various terrains are well suited for Infantry training and multiple support missions. On a typical day, we train an average of 3,000 new Infantry soldiers, 3,000 specializing students, and 200 foreign students; annually our students and trainees total 39,000 personnel. Fort Benning supports approximately 20,000 active duty soldiers, 50,000 dependents, 6,900 civilian

employees, and 19,000 military retirees on a day-to-day basis.

Workforce Profile: The Fort Benning workforce is a partnership of military and civilian, augmented and supported by numerous volunteers, working together to make this installation the best place to live, train, and work. Our civilian workforce is represented by three bargaining units: Local 54 of the American Federation of Government Employees (AFGE), Federal Employees Metal Trades Council (FEMTC), and Local 679 of the Service Employees International Union (SEIU).

EMPLOYEES	ASSIGNED
OFFICERS	1,189
WARRANT OFFICERS	114
ENLISTED	12,124
APPROPRIATED FUND CIVILIANS	4,218
NONAPPROPRIATED FUND (NAF) , ARMY & AIR FORCE EXCHANGE SERVICE (AAFES) AND CONTRACT CIVILIANS	2,646
VOLUNTEERS	3,037
TOTAL	23,328

Figure 4

EMPLOYEE DEMOGRAPHICS	PERCENTAGE
FEMALE	48%
MINORITIES	42%
HIGH SCHOOL	53%
ASSOCIATES	8%
BACHELORS	13%
MASTERS	6%
PROFESSIONAL	2%
CIVILIAN SUPERVISOR	13%
MILITARY SUPERVISOR	7%

Figure 5

Organizational Structure: Fort Benning is composed of elements from three of the Army's Major Commands (MACOMs). We are a Training and Doctrine Command (TRADOC) installation, but nearly two-thirds of our military population consists of Forces Command (FORSCOM) and Special Operations Command (SOCOM) units.

Major Equipment and Technology:

Fort Benning has undergone continuous modernization in equipment and technology. We are a "laboratory of the future" in innovation, concepts and doctrine design, and application of

technology. The Dismounted Battlespace Battle Lab (DBBL) works closely with TRADOC Systems Managers (TSMs) for Soldier, Antitank Missiles, and the Bradley Fighting Vehicle. We employ a state-of-the-art GTE Trunked Radio System, the first in the Army, in support of operational and emergency response communications. We also employ a state-of-the-art 200 Megabit Fiber Distributed Data Interchange (FDDI) Switched Local Area Network (LAN). We have successfully deployed the only E911 enhanced emergency notification and response system in the U.S. Army.

Fort Benning's Quality Improvement Journey; The "FOLLOW ME" Story: Total Army Quality (TAQ) was first introduced at Fort Benning in 1989 using the Crosby Quality Education System. Since that time, over 1,200 senior leaders, managers, supervisors and 10,000 military and civilian employees have been trained in TAQ. During the Strategic Planning Conference in April 1991, the Installation Structures Strategies Process Action Team (PAT) was formed to identify all functions performed at Fort Benning, rank them in priority order, and tie resources - both dollars and manpower - to each. The resulting list formed the basis for determining manpower reductions with minimal impact on mission accomplishment. The Quality Executive Steering Team (QUEST) was established in 1991 to guide continued TAQ implementation. In April 1992, the management pronency of TAQ was transferred to the Directorate of Resource Management (DRM) and combined with the Army Communities of Excellence (ACOE) Program. Training responsibility remained with the Directorate of Civilian Personnel.

In September 1994, the Commanding General directed aggressive implementation of the Army Performance Improvement Criteria (APIC). Off-site conferences were devoted to forming and strengthening the leadership team, refining visions, values, goals, and developing the action plans needed to accomplish them. As a result, we have identified and measured our Key Processes (KPs) and established and empowered our Key

Process Teams (KPT). We have formed a Benchmarking PAT comprised of members of all KPTs and are well on our way to benchmarking all of our processes. We are continuing the tradition as a quality organization with a world-class reputation.

Fort Benning has won the following Quality Awards:

- 1993** - Chief of Staff, Army, Award - Best Large Installation in the Continental United States
1994 - Commander-in-Chief Award - Best Army Installation in the World
Chief of Staff, Army, Award- Best Large Installation in the Continental United States
1995 - Commander-in-Chief Award - Best Army Installation in the World
Chief of Staff, Army, Award - Best Large Installation in the Continental United States
1996 - Chief of Staff, Army, Award - Best Large Installation in the Continental United States
Best in TRADOC- Single Soldiers Quality of Life Program
Best in TRADOC- NCO Risk Reduction/ Safety PAT
1997 - DOD Presidential Quality Award Finalist

TOTAL WINNINGS: \$ 4,350,000.00

2. CUSTOMER REQUIREMENTS.

KEY PROCESS	PRINCIPAL CUSTOMERS	CUSTOMER REQUIREMENTS
INFANTRY TRAINING	Infantry Units Infantry Soldiers	Well-trained Infantrymen
INFANTRY DOCTRINE	Infantry Units MACOMs Infantry Soldiers	Ideas Sound Infantry doctrine On-time delivery
INFANTRY FUTURE	Infantry Soldiers Infantry Units MACOMs	Overmatch of Infantry Combat Style. Latest technology on-time.
FORCE PROJECTION	Army Units CoSA Theater CINC FORSCOM SOCOM	Timely and rapid deployment of force where and when needed. On-time delivery.
BASE OPERATIONS	Soldiers, families, workers, retirees.	Quality, timely products and services. Maintain infrastructure. On-time delivery.

Figure 6

Principal Customers: We have local, regional, national, and international markets for our products and services. *First*, we produce the highest quality soldier and leader in comparison to any other training installation, and the best

warfighting doctrine. Our major competitors are other TRADOC schools. *Second*, our warfighting doctrine produces the best trained and equipped Infantry soldier and leader in comparison to any other foreign Army in the world. *Third*, we field the most technologically advanced, lethal, and survivable Infantry combat systems, worldwide, putting us in direct competition with every foreign producer of modern soldier combat systems in the international arms marketplace. *Fourth*, we compete with other Power Projection Platforms (PPP) for the rapid and timely deployment of forces worldwide. *Finally*, we compete daily with the local communities for the majority of the entertainment, recreational, medical, and other services we provide our installation.

3. SUPPLIER REQUIREMENTS.

KEY PROCESS	SUPPLIERS	SUPPLIER REQUIREMENTS
INFANTRY TRAINING	MACOM Units Recruiting Command DA Selection Boards	Students who meet entry requirements. Funding requirement for student load.
INFANTRY DOCTRINE	TRADOC Infantry Units TSMs DBBL CAC	Involved in design process.
INFANTRY FUTURE	TRADOC TSMs DBBL	Accurate information. Validated information.
FORCE PROJECTION	DA Guidance Air Force Aircraft Navy Ships National Inventory Control Point	Advance Notification SOPs Rehearsal Requirements Document Executive Orders
BASE OPERATIONS	Vendors Civilian workforce	Customer Satisfaction

Figure 7

Principal Suppliers: We realize that for most of our Infantry products and services, we are the only "Infantry store" in the Army marketplace, but we still operate in a competitive environment. For our Infantry KPs, our customer is often our supplier, providing Fort Benning with raw materials, and then receiving the finished

product. We need *four* basic things to do our jobs. *First*, we need young men to make into trained Infantrymen. *Second*, we actively seek new technologies to forge into Infantry combat systems. *Third*, we need ideas from the field to train smarter and fight and win decisively. *Fourth*, we need a quality workforce to support and run the installation.

4. OTHER IMPORTANT FACTORS.

Laws/Regulatory Environment: We operate in a standard regulatory environment. Most of what we do is governed by either Federal, state, and local laws, or is governed by higher military headquarters regulations, policies, or standards. We work within these regulatory parameters to accomplish our missions. Our KPTs must focus on the regulatory environment, specifically where our process performance creates interaction with the civilian communities in our area of operations.

Where We Are Headed: Fort Benning was selected to house the Southeast Civilian Personnel Operations Center. We have also been selected to operate one of the Army's two Individual Replacement Centers for all contingency operations. Plans are in place to station a Regional Reserve Officer's Training Corps (ROTC) Headquarters here at Fort Benning. The consolidation of all Infantry Basic NCO Courses (BNCOC) at Fort Benning is a viable possibility. We project major changes to our doctrinal literature program, especially as Force XXI concepts become reality; and, we develop the doctrine for the future Infantry soldier and digital battlefield. Our greatest increase is expected in our Infantry Future KP as a result of the ever-increasing developments in technology. Fort Benning will become more involved in the testing and demonstration of advanced warfighting technologies for the Army.